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NPIC/D- 70

MEMORANDUM FOR: Director of Personnel

SUBJECT : Request for Supergrade Allocation  
Chief, Support Staff, NPIC

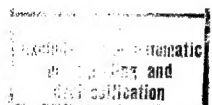
1. It is my understanding that questions are continuing to be raised regarding the proper grade allocation for the position of Chief, Support Staff, NPIC and that the matter remains unresolved. I would, therefore, like to take this opportunity to review the circumstances which led NPIC to request supergrade allocation for this position, to emphasize some of the points which I made earlier to  and to give you the benefit of recent decisions which have a bearing on this subject.

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2. During a major reorganization of NPIC in 1968, the support function was made a part of one of the new Groups, the Technical Services and Support Group (TSSG). It was agreed that the Deputy Director for Support would provide a supergrade officer to fill a dual role as Executive Officer of that Group and also the senior Support Officer for the Center. At the same time, a GS-15 position was established as Chief, Support Services Division with responsibility

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for direct supervision and management of various support activities. I am told that the combination of functions and the placement of SSD in TSSG was intended to be mutually beneficial in terms of augmenting the executive talent available in our technical area and in immersing the Support Officers in the important and complex technical matters of the Center.

3. It would not be appropriate here to evaluate the total effectiveness of this combined organizational structure, but it must be acknowledged that the advantages were offset by the unnecessary complications it created in the support area. Although SSD was permitted to operate relatively independently within TSSG and was fully capable of performing its specialized support functions, it was nevertheless in the TSSG chain of command, and recommendations concerning major support policies were forwarded to the Director, NPIC through that channel. Consequently, there were occasions when significant staff assignments of a support nature were given to the Planning Programming and Budgeting Staff on the premise that one of the three major Groups should not be responsible for a survey which would directly affect the distribution of limited resources

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among all of the Groups. As a result, PP&BS became involved in such activities as a building space survey, parking studies, changes in personnel staffing plans and authorizations, and the allocation of limited special project security clearances. These support related assignments were in addition to the normal responsibilities of PP&BS. In these satellite activities, PP&BS assumed the role of the action office and used SSD personnel and resources to assemble data necessary to made decisions.

4. When I reported to NPIC in late 1969, it had already become apparent that the support function should be separated from TSG, and this was accomplished in June 1970 with the establishment of an independent Support Staff. One of the decisions we faced in planning this change was the grade level to request for the Support Chief's position. I consulted with the senior management and support officers of NPIC, and then discussed the matter with DDI and DDS representatives. The decision was complicated by the fact that the NPIC supergrade authorization is extremely limited and there were not sufficient positions to meet all of our requirements. Nevertheless, I concluded that the

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support job, which must be done if NPIC is to meet its responsibilities, is of such a magnitude and importance that a GS-16 supergrade position is required. It was therefore determined that the GS-16 position of Executive Officer, TSSG be transferred to the Support Staff. This decision was reflected in our staffing complement plan for FY 1971 and in the selection of a GS-16 support officer to become Chief, Support Staff. Under this arrangement, the Support Staff is responsible for those functions which are normally performed by support components, and PP&BS is responsible for executive planning and the PPB function. This organizational structure and delegation of responsibilities is parallel to the organization of the Office of the DD/I. It is also our belief that the other Deputy Directorates have separated program planning from general administration in their immediate offices and in some of the larger subordinate components.

5. I can fully appreciate the problem which the Office of Personnel faces in identifying and evaluating those elements which were relevant to this position in the past, the changes which are taking place now, and our plans for

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the immediate future as well as long range objectives. It is a rapidly changing situation and the Support Staff has already become deeply involved in some of the activities which were only plans a few months ago. The Staff is now responsible for such things as a major building renovation project, the resolution of our serious employee parking problems, recommending personnel staffing levels and techniques, providing for a secure telephone system, obtaining a security evaluation of electronic emissions, and planning for all eventualities resulting from the 'M' street subway project. As these responsibilities have increased, I have become even more convinced of the need for a supergrade support position. At the same time, I have reconsidered certain other changes which were contemplated. One of these, a thought which I expressed to  during our July meeting, that was I might some day be able to combine the PP&BS and Support Staffs. I am now convinced that the <sup>a</sup>Program <sup>a</sup>Analysis and executive planning role played by PP&BS and the traditional administrative planning and support role of the Support Staff are two separate and demanding functions which require continuation of the two Staffs. There seems to be ample precedent

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within the Agency to demonstrate that these two functions can be performed independently and effectively.

6. With this memorandum as background, I hope that you can gain further perspective on the situation as it exists today in NPIC, what we are trying to accomplish, and why we believe that a supergrade Support Chief is an essential element of that program. If there are factors I have overlooked which might affect our management concept, I would appreciate hearing about them in whatever manner you might find appropriate.

  
Executive Director, NPIC

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